

Washington

Department of Social & Health Services
Human Resource Management Report

Robin Arnold-Williams
Secretary

July 12, 2006



Performance Measure: Employee Survey Ratings on “Productive Workplace”

DSHS Ratings: Comparison to All State Employees (Scale 1 – 5)

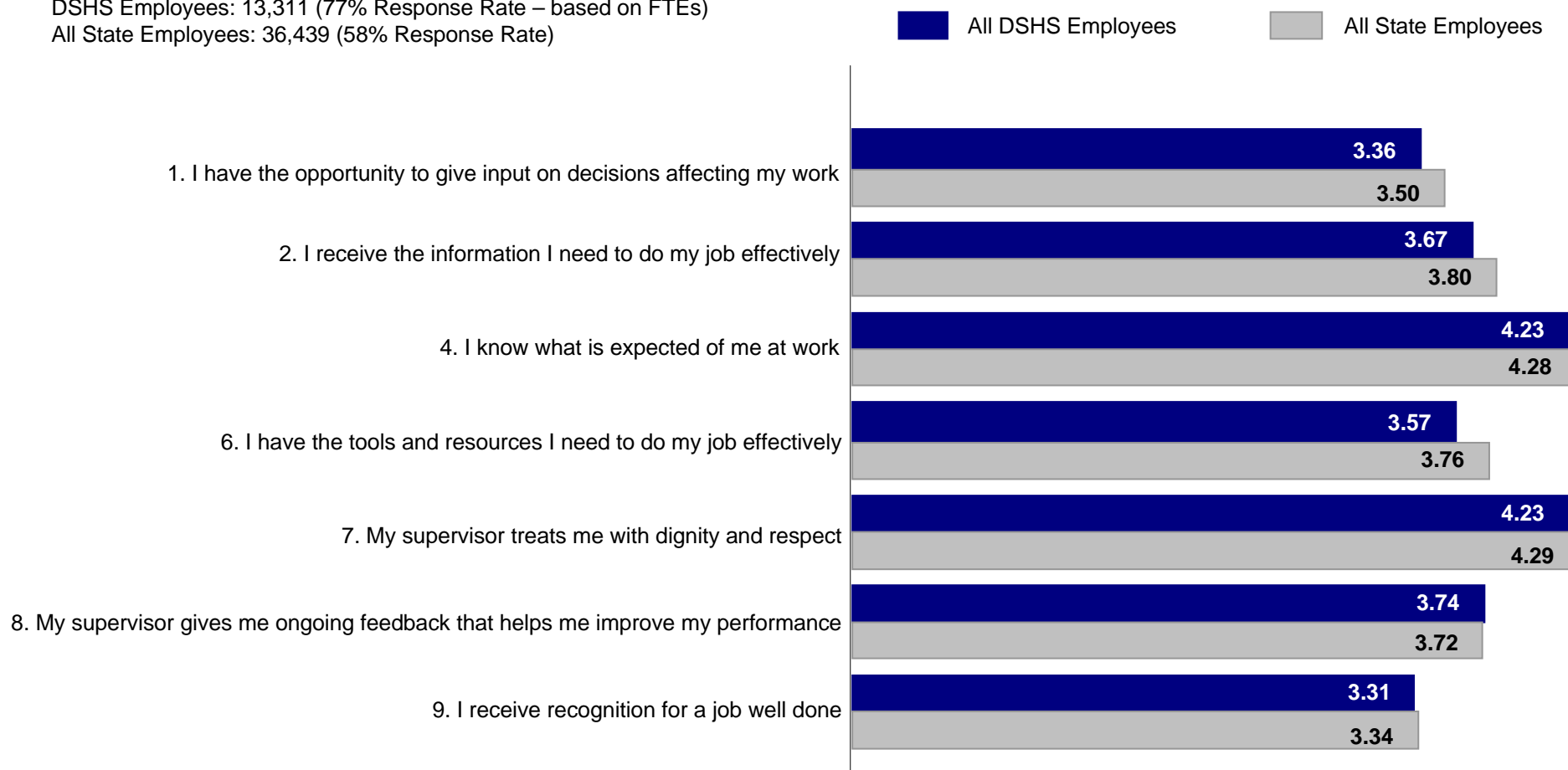
DSHS Employee Survey: March - April 2006

All DSHS Employees - Unweighted

Number of Respondents:

DSHS Employees: 13,311 (77% Response Rate – based on FTEs)

All State Employees: 36,439 (58% Response Rate)



Data Source: DSHS Research and Data Analysis, July 7, 2006

Performance Measure: Employee Survey Ratings on “Learning and Development”

DSHS Ratings: Comparison to All State Employees (Scale 1 – 5)

DSHS Employee Survey: March - April 2006

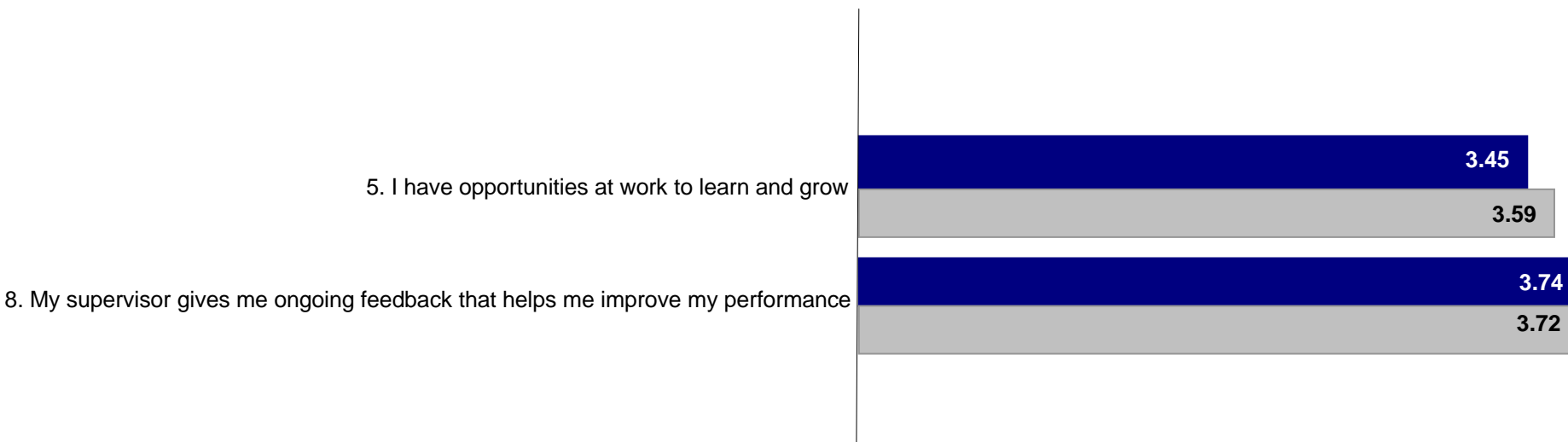
All DSHS Employees - Unweighted

Number of Respondents:

DSHS Employees: 13,311 (77% Response Rate – based on FTEs)

All State Employees: 36,439 (58% Response Rate)

All DSHS Employees All State Employees



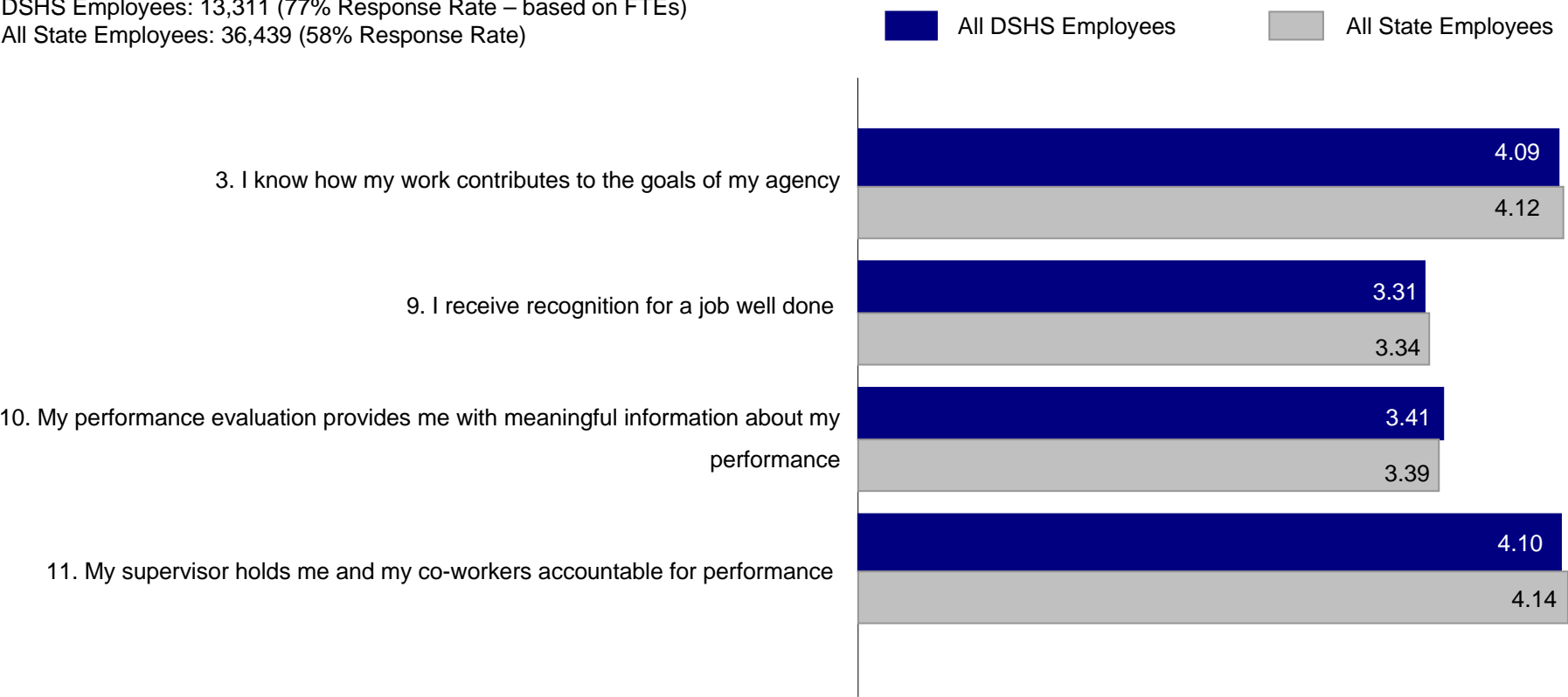
Data Source: DSHS Research and Data Analysis, July 7, 2006

Performance Measure: Employee Survey Ratings on “Performance Accountability”

DSHS Ratings: Comparison to All State Employees (Scale 1 – 5)

DSHS Employee Survey: March - April 2006
All DSHS Employees - Unweighted

Number of Respondents:
DSHS Employees: 13,311 (77% Response Rate – based on FTEs)
All State Employees: 36,439 (58% Response Rate)



Performance Measure: Employee Survey Ratings on "Commitment"

DSHS Ratings: Comparison to All State Employees (Scale 1 – 5)

DSHS Employee Survey: March - April 2006

All DSHS Employees - Unweighted

Number of Respondents:

DSHS Employees: 13,311 (77% Response Rate – based on FTEs)

All State Employees: 36,439 (58% Response Rate)



All DSHS Employees



All State Employees

3. I know how my work contributes to the goals of my agency

4.09

4.12

9. I receive recognition for a job well done

3.31

3.34

12. I know how my agency measures its success

3.33

3.39

Analysis and Actions

Analysis

1. Employees who work in institutions tend to give lower ratings
2. Employees who work with mandated and potentially dangerous clients tend to give lower ratings
3. Factor analysis shows that questions fall into two main clusters:
 - a. Questions related to immediate supervisor and workgroup
 - b. Questions related to agency policies and senior management
4. In general, employees in the larger sub-agencies with many field workers tend to give lower ratings on questions related to agency policies and senior management
5. Further analysis and formal report are in progress

| Action Steps | Who | Due |
|---|--------------------------|--------------|
| Training and guidance on developing action plans based on survey results has been provided to programs' survey coordinators | Research & Data Analysis | 6/13 Done |
| The Secretary has sent out a letter to all employees detailing the survey results and outlining future plans to use the feedback | Secretary | 6/26 Done |
| Quantitative analysis at the workgroup level and program level has been sent out throughout the agency | Research & Data Analysis | 6/26 Done |
| Qualitative analysis to better understand the reason for ratings is in process; researchers are currently reviewing over 20,000 narrative comments to identify critical issues that require immediate attention from the management | Research & Data Analysis | 7/28 |
| The Secretary requested each administration to develop an action plan to respond to survey results | Assistant Secretaries | 8/15 |